



2025 APS Employee Census: PSR Action Plan

The APS Employee Census is an annual perception survey used to collect employee opinions and perspectives on a range of topics such as employee engagement, leadership, communication, innovation and wellbeing.

Professional Services Review (PSR) gains insights from the results and is committed to taking action to improve our working environment. Through consultation with staff and senior managers, PSR has developed 3 key focus areas for the next 12 months. These areas will be tracked throughout the year.

What are we doing well? What are we proud of? Things to celebrate

Engagement	Flexible work	Wellbeing (including policies and support)
Employees strongly believe in the purpose of PSR, are committed to PSR’s goals and understand how their role contributes to achieving an outcome for the Australian public. Employees feel motivated, inspired and enabled to improve PSR’s outcomes.	The majority of employees work flexibly, and employees feel supported when requesting flexible work arrangements.	Employees feel PSR cares about their health and wellbeing, does a good job communicating what it can offer, and people are able to bring up tough issues. Employees enjoy the wellbeing series of events and presentations.
Employees indicated they enjoy face-to-face events, meetings and presentations and would like to have more of these. Employees value consistency, transparency and fairness in PSR.		

Areas where we could be doing more? Things we will focus on

Leadership	Communication	Change management
Employees would like continued transparency from the Executive Management Team. Employees would like more effective feedback, acknowledgment and communication. Employees suggest leadership capabilities and characteristics of immediate supervisors is an area for development.	Employees would like clear and consistent communication, guidance and expectations from the top of the organisation and information to be filtered down consistently and more regularly. Employees would like more engagement across the agency (e.g. in-person and all staff events). Employees would like more clarity and specific guidance about their work, tasks and projects, and information that can be on-shared with team members.	Employees feel their workloads are high and need the continued support of their supervisors to manage competing priorities. Employees would like tools and resources that will enable them to succeed. Employees would like more consultation before processes are changed and as changes are being implemented. Employees suggest there is an opportunity to embed collaborative planning activities on a regular basis.

What actions will we take to address the issues?		
Our employees came together to reflect on and discuss the results and generated ideas on how we can address the three focus areas.		
Leadership	Communication	Change management
Clearly define the role of the Executive Management Team. Conduct leadership training to support improved management. Provide supervisors with access to resources and/or training and/or mentoring to improve management skills. Celebrate achievements and wins. Plan and set priorities for teams. Facilitate giving/receiving feedback for all staff.	Establish cascading communication from the top and clear guidance on information that can be on-shared. Establish more regular all-staff meetings and continue in-person events. Utilise various platforms, e.g. the intranet, to enhance communication across the agency.	Improve transparency about decision-making processes. Ensure consultation with employees who will be impacted by a change in process Foster two-way, transparent and open conversations about upcoming changes. Continue the focus on employee wellbeing. Establish regular planning days. Conduct respectful behaviours training to ensure employees feel included, respected and valued in the workplace.
As an agency, we're all committed to implementing these items and making a difference together.		